



# CONSTELLATION

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U.S. Army Corps of Engineers, Baltimore District  
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## ASA Civil Works visits District, gives local award

**By Tina Carlsen**  
Public Affairs Office

Assistant Secretary of the Army for Civil Works Jo-Ellen Darcy and Col. David Anderson, District Commander for the U.S. Army Corps of Engineers, Baltimore District, presented the Coastal America Partnership Special Recognition Award to the Maryland Port Administration during a ceremony Feb. 23 at the Masonville Cove Environmental Education Center.

The Maryland Port Administration's Masonville Cove Environmental Restoration Project earned the Coastal America Partnership Award for their efforts to transform one of Baltimore Harbor's most contaminated sites into an area that will benefit wildlife, citizens and the port industry.

The centerpiece of the Masonville restoration project is an environmental education center that opened in 2009.

Ms. Darcy, a former school teacher, had an opportunity to interact with approximately 25 third grade students from Westport Academy in Baltimore at the education center before the award presentation.

The students were taking part in a day-long interactive environmental mystery. They role played and conducted experiments to examine the possible roles of Solute Sally, Hot Water Harry, Danielle Debris, Oscar Osprey and Brit-



*Photo by David Gray*

**Baltimore District Engineer Col. David Anderson and Assistant Secretary of the Army for Civil Works Jo-Ellen Darcy had an opportunity to interact with local third grade students at the education center run by Living Classrooms before an award presentation Feb. 23.**

tany Ballast in the death of a local fish, Rocky. The culmination of the experience included a discussion on how students themselves can prevent almost all of these negative impacts upon our Bay.

Ms. Darcy spoke to the students about President Obama's America's Great Outdoors initiative. She praised them for their interest in the environment and encouraged them to tell others about what they learned in class that day.

"We are excited about the opportunities to partner with youth groups and communities to meet the goals of America's Great Outdoors. Millions of Americans enjoy lake and river recreation areas managed

by the Corps of Engineers every year. We look forward to bringing our resources to this effort and hosting more than 370 million visits a year at Corps recreation areas," Ms. Darcy said.

While at the District, the Chief of Planning provided Ms. Darcy with an overview and outlook on the District's Planning programs.

In the afternoon, Ms. Darcy participated in the American Association of Port Authorities, Quality Partnership Initiative with members of Headquarters, U.S. Army Corps of Engineers and other national ports where she heard a recap on USACE initiatives, improved project delivery, and improving Corps-Port partnerships.



## Commander's Comment

# Delivering on the 'Year of the Schedule'

**By Col. Dave Anderson**  
Baltimore District Engineer

As we enter the last half of fiscal 2011, I'm amazed by the many ways we serve across the District.

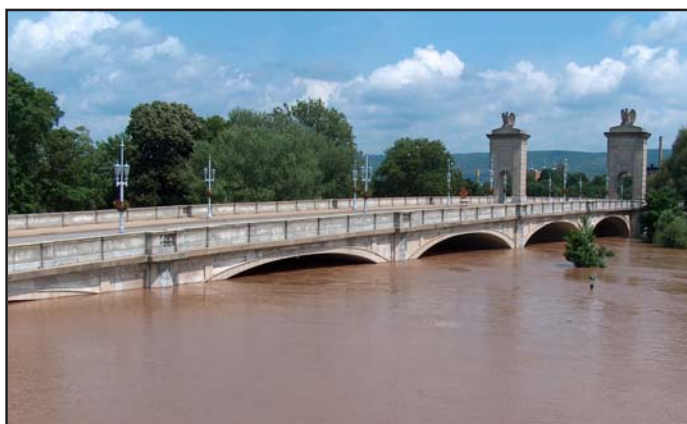
From managing an historic Base Realignment and Closure (BRAC) mission, to the design and construction of important flood risk management systems and our support to overseas contingency operations, Baltimore District continues to set the standard for the U.S. Army Corps of Engineers in providing unique value to the Nation, day-in and day-out.

As we're putting the finishing touches on many of these key projects, we must maintain our focus on DELIVERING!

Our Chief of Engineers, Lt. Gen. Robert L. Van Antwerp, calls 2011 "The Year of the Schedule."

For us in the Baltimore District, the "Year of the Schedule" means we must continue to execute our BRAC missions on time, complete the time-critical Water Treatment Residuals Management Project at the Washington Aqueduct, and make significant progress on several projects that will help our Nation protect its cyber infrastructure.

At the same time we must continue to provide the important services to our region as we always have, such as navigation, flood risk management, ecosystem and providing an effective flood fighting response should heavy winds, rain and snow melts



*Photo by Chris Augsburg*

**While we fulfill our commitment of delivering key U.S. Army Corps of Engineers projects on-time, we must also remain focused on providing the important on-going services that hundreds of thousands of families and businesses depend upon, such as flood risk management.**

occur across our region.

Hundreds of thousands of families and businesses are depending on our projects...we simply can't lose our focus.

The principals of the "Year of the Schedule" aren't limited to completing projects this year. Delivering on-time applies to future projects as well, from how we issue requests for proposals, to how we acquire contracts, oversee studies, designs and construction, and meet key project milestones.

This is an important time in the history of our District, and I know that we, working together as one team, WILL get the job done — on time!



U.S. Army Corps of Engineers  
Baltimore District

### CONSTELLATION

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# District proposes aquaculture Regional General Permit

**By Chris Augsburger**  
Public Affairs Office

Baltimore District has started a process that could streamline the way they authorize new commercial, research and educational bivalve shellfish aquaculture activities in Maryland waters.

Aquaculture is the cultivation of aquatic organisms, such as oysters and fish.

The U.S. Army Corps of Engineers issued a public notice Feb. 14 for a general permit that would allow aquaculture activities to occur in the Chesapeake Bay and its tidal tributaries and the Atlantic Coastal Bays and their tidal tributaries, all within Maryland's boundaries. Currently, all permits for this activity must go through a comprehensive evaluation on an individual, case-by-case basis.

As part of the process for creating this new general permit, the Corps will evaluate the probable impacts of these aquaculture ac-

tivities, including its cumulative impacts on the public interest.

"That decision will reflect the national concern for both protection and utilization of important resources," said Beth Bachur, regulatory branch program manager in Operations Division.

Some of the factors the Corps will consider range from economic and aesthetics, to general environmental concerns, flood hazards and the needs and welfare of the community, among many others.

With the public notice, the District is also asking for comments from the public; federal, state and local agencies, and officials; Indian Tribes; and other interested parties as a way of evaluating the impacts of aquaculture activity. The Corps will consider any comments to help determine whether to issue, modify, condition or deny a permit for this proposal.

"To make this decision, comments are used to assess impacts on endangered species, historic properties, water quality, general



*Courtesy photo*

**Baltimore District has started a process that could streamline the way they authorize new commercial, research and educational bivalve shellfish aquaculture activities in Maryland waters.**

environmental effects, and the other public interest factors," said Bachur.

## DISA team receives award

From left to right, Kathryn Gunkel of the Engineering Society of Baltimore; Bert Pechhold, resident engineer, Baltimore District; David Bullock, Defense Information Systems Agency Base Realignment and Closure executive; Daria Van Liew, deputy chief of construction, Baltimore District; Joel Douglass, project manager, Hensel Phelps Construction Company; and Maryland State Lt. Governor Anthony Brown; celebrate the DISA team receiving the 2010 Engineering Project of the Year Award from the Society of American Military Engineers at the Engineers Club in Baltimore on Feb. 25.



*Courtesy photo*



## Market research helps District find companies for project

**By Clem Gaines**  
Public Affairs Office

In the past 18 months, the Baltimore District has restored wetlands, built new facilities, renovated barracks on military installations, put substrate in the Severn River to help the oyster population rebound and broke ground on a huge facility in Utah to support the Intelligence Community.

Talk about a variety of disparate projects and product lines — how and where can our contracting team, and the program managers responsible for these projects, search out and find companies and vendors who are registered, reliable and can handle this type of work? They do this through a business process called market research, and the internet is a key component.

Every project is a mission-oriented collaboration between a customer, a Baltimore District contracting specialist, the program manager and the selected vendor or company. The Baltimore District representatives, particularly in contracting, must have an established way to find companies.

On Feb. 2, about 20 District personnel received an update briefing on the market research process from Kimberly Marshall, South Atlantic Division procurement analyst.

"Some of the purposes of market research are to determine if sources capable of satisfying the agency's requirement exist, to determine if commercial items are available and to determine whether bundling or consolidation is neces-

sary and justified," said Marshall.

She also noted the value of a strategy.

"An acquisition strategy will provide details on the agency's requirements, results of market research activities, availability for competition to the industry, and the type of business arrangement such as contract type, period of performance," Marshall said.

"Market research is a project delivery team responsibility to gather data to make informed decisions with contracting typically in the lead. Project/program managers play a critical role in developing criteria for any sources sought announcement. So, market research really is a [Project Delivery Team] effort" said Joe Radzievich, Contracting Division.

An example of applying market research techniques is seen in a current Baltimore District project. According to Radzievich, the District plans to offer a \$150 million environmental remediation contract in 2011. The PDT formed last fall to support this project includes representatives from contracting, engineering and office of counsel to seek a broader technical base of experience.

Using Sharepoint, the PDT posted a draft Sources Sought notice for each individual to review and edit. On Sharepoint, they can collaborate on a shared document without sending multiple e-mails. This process produced an effective Sources Sought notice that was posted on Federal Business Opportunities in September.

"We wanted to see if there are companies out there who can

handle this type of work," Radzievich said.

They received responses in October. The PDT looked for a statement of capabilities to match the proposed contract needs. The PDT now has greater confidence that there are companies who will bid on the request for proposal when it is issued later this year.

Radzievich emphasized the goal in market research is to provide better value for the American taxpayer and in technical capability of the company selected to fulfill a contract

While others are involved, our program managers and contracting specialists are the linchpin in pulling it all together, following the Federal Acquisition Regulations, which are incredibly detailed. A contracting specialist supporting a particular project cannot possibly know the current "ins and outs" of an industry such as warranties, financing and maintenance, so market research is vital to effective business practices.

The process also involves a specific effort to locate small businesses that could meet the project or construction requirement.

This includes various service-disabled veteran-owned businesses, small disadvantaged businesses, women-owned and others.

"We are intentional in seeking out small businesses that can bid on, or make a proposal on, our contracts and we track the awards monthly. Ensuring that small businesses are part of our acquisition team is vital to each project," said

**MARKET cont. on page 5**



Photo courtesy of Manhattan-Torcon Joint Venture

## Milestone reached

The U.S. Army Medical Research Institute of Infectious Diseases, or USAMRIID, Replacement Project located at Fort Detrick in Frederick, Md., marked a significant milestone Feb. 28 with the completion of the last High Containment Concrete Wall Placement. The project includes the world's largest block of Biosafety Level-3 and BSL-4 laboratory suites. One of many unique aspects of high containment laboratory construction is full height cast in place concrete walls in BSL-4 laboratory areas, with all utilities, doors, chemical decontamination showers, air locks and windows fully cast into the concrete walls, requiring intense and exacting pre-placement coordination. The walls also contain approximately 39 miles of steel reinforcing bar. Completion of this feature of work was noted by a ceremony "on the deck." (Pictured above)

"The last time the Army Corps of Engineers built one of these projects was about four decades ago," said Matt Nawn, resident engineer at the Fort Detrick Integrated Program Office. "It is a once-in-a-lifetime opportunity for a lot of the folks on the project, and probably the largest and most complicated project we will ever be involved with."

More than 800 people will work at the new site upon its completion, slated for 2014.

## District hosts Day with an Engineer for local students

By Fred Furney  
Public Affairs Office

Baltimore District hosted students from area high schools in support of the Society of American Military Engineers' annual Day with an Engineer Feb. 23.

Students participating in the event were given tours of the District soils lab at Fort McHenry, a reserve center construction project in Curtis Bay, Md., and the Masonville Cove Environmental Center. The students also received demonstrations of engineering software.

Frank Kuhn, a supervisory geologist for the District Soils Lab, showed the students results of a grain-size analysis. Geotechnical engineers use these results for foundation and earthwork designs.

At the Masonville Cove Environmental Center the students were on-hand as Assistant Secretary of the Army for Civil Works JoEllen Darcy presented the Coastal America Partnership Special Recognition Award to the Maryland Port Administration.

At the reserve center, students viewed steel being erected, concrete foundations and walls being formed and the rough-in of the main sewer line.

Vernon Yingling, a construction representative from Bay Area Office, who led the reserve center tour, also held a discussion detailing common constructions issues.

"It was a nice being able to chat with the students and give them a little insight into what they will be experiencing in their upcoming careers in the building industry," said Marissa Colligan, who assisted with the software demonstrations.

## MARKET *cont. from page 4*

Tamika Gray, the District's deputy for small businesses.

The research includes multiple sources of information including various internet search engines, company websites, government websites, print media, and the U.S. Small Business Administration. PDT members also talk to Corps

counterparts in other districts, attend networking industry days, trade fairs and professional organization events. The overall goal is to identify enough sources that can meet our requirement to ensure a competitive process.

Baltimore District contracting officials also conduct pre-solicitation meetings with contractors to involve potential offerors early in

the acquisition process. As an example, the \$1.4 billion contract for the Utah Data Center in Salt Lake City, Utah, was awarded in December 2010. However, in November and December 2009, two industry days, sponsored by Baltimore District and the customer, were held in Salt Lake City to provide key information to potential prime construction companies and subcontractors.

## District oversees repair, alteration of Fort McNair historic building

**By Joyce Conant**  
Public Affairs Office

The U.S. Army Corps of Engineers, Baltimore District is overseeing the repair and alteration of Grant Hall, Building 20, which is located at Fort McNair in Washington, D.C.

Included in the work is the re-creation of a courtroom that was used in the trial of the Lincoln conspirators.

The \$4.5 million project is part of the Army's Sustainment, Restoration and Modernization Program and was awarded in late 2009 to Polu Kai Services from Falls Church, Va.

The project is expected to be complete in August 2011.

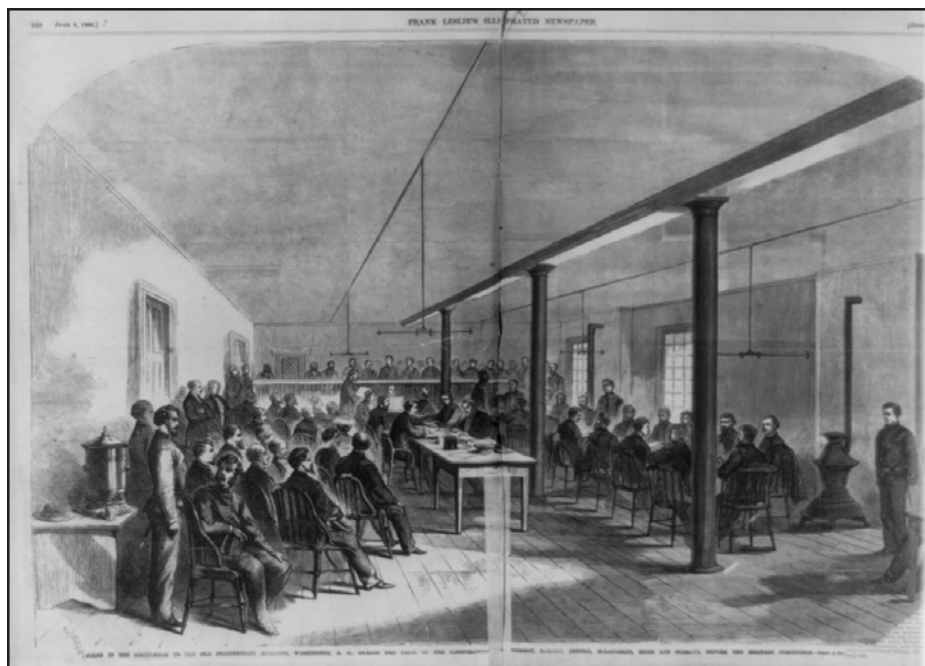
Grant Hall was originally built in 1830/1831 as an addition to a federal penitentiary to house female inmates.

The penitentiary became the center of national attention in 1865, when the trial and sentencing of those implicated in the assassination of President Lincoln was held on the third floor of Grant Hall.

Four conspirators were sentenced to death to include the first woman executed by federal order, Mary Surratt.

In the late 1800s, the building was significantly renovated and modernized by Adolph Cluss - a prominent architect of his time - in the aftermath of the Civil War and turned into a boarding house.

The building has since served



*Courtesy photo*

**Shown here is a historical photograph of the courtroom that was used in the 1865 trial of the Lincoln conspirators. Baltimore District will re-create this room as part of a project at Fort McNair in Washington, D.C.**

as office space for the National Defense University and will continue to do so following its renovation.

Alterations and repairs proposed for the renovation include the restoration of historical elements of the building, which included replacing a walkway surrounding the basement-level windows with window-wells, improvements to the exterior stairways, window repairs and adding an accessible ramp to the building's entrance and mechanical and electrical upgrades.

Additionally planned is the relocation of the stairs to the third floor (courtroom) which, as a result of the boarding house conversion, added a cen-

tral stairwell that now divides the original floor plan.

"What makes this job so much more interesting than a typical repair or alteration is the re-creation of the courtroom. We are re-creating a piece of history," said Elihu Hirsch, project manager.

"It is the last remaining unrestored structure representing the remarkable historic legacy associated with President Lincoln and the Civil War-era in Washington, D.C."

In addition to Hirsch, the Corps project delivery team includes Kabuchi Anderson, project engineer; Michael Henry, resident engineer; and Mitchell Burns, engineering design team leader.



## ***Longtime employee continues to “bowl” to the top***

**Story and Photo By Katisha Draughn**  
Public Affairs Office

When Cheryl McCallum watched bowling on television for the first time at the age of 13, she had no idea that this sport would turn into such a huge passion for her as an adult.

McCallum, a program support specialist in the Programs and Project Management Division, has turned her love for bowling into one of her main pleasures in life.

“It’s a competitive sport, which requires a lot of mental concentration, focus and a consistent arm swing,” said McCallum. “It requires just as much focus as it takes to master the game of golf.”

McCallum bowls on two different weekly local leagues — Perry Point VAMC League and APG Mens’ League at Harford Lanes in Aberdeen, Md. She bowls in tournaments at least once every two months.

“I also participate on a team with my friends who I have known for a long time,” she said.

Sometimes McCallum incorporates her two main loves — bowling and her family — by participating in tournaments with her 24-year-old son, Nate Aki, Jr. and her fiancé, Andre Brown.

Brown, who has been bowling in the Perry Point VAMC Bowling League for 20 years, enjoys watching McCallum “get into the zone” in various tournaments. A great bowler in his own right, he is also responsible for coaching McCallum, and she credits him for making her into the competitive bowler she is today.

“I really like her competitiveness and her determination to accomplish a goal and completely focus on it,” he said.

That tenacity has allowed McCallum to receive various recognitions and accolades for her bowling skills.

Just last year, she made history at the 49th Harford Lanes Invitational Bowling Tournament in Aberdeen when she became the first woman bowler to win the tournament five times. She has also had two perfect games in her career (score of 300) and was the first African American to be inducted into the Harford County Women’s Bowling Association Hall of Fame in 2002.

“It felt great to be inducted because it was a personal goal of mine,” she said.



**Cheryl McCallum, program support specialist for PPMD, has been bowling since high school.**

McCallum has a few athletes whom she admires and has qualities that she strives to emulate, including Kelly Kulick and Michael Jordan. Kulick was the first woman to ever win a title on the Professional Mens’ Bowlers Tour, and Jordan was a former NBA basketball player (and known as the greatest basketball player of all time) whom McCallum says has excellent leadership skills and the determination to win consecutive games.

The spunky program support specialist, who is well-known throughout the District as the fun-loving employee with the huge personality, credits her positive attitude as the rationale for her bowling achievements.

“It’s just like life. Life may throw you curveballs but you have to get around them by staying motivated and positive,” she said. “I use the same philosophy with my bowling.”

## Stillwater Lake reaches significant milestone

**By Cori Brown**  
Operations Division

Stillwater Lake in Forest City, Pa., received an Honored Institution Award from the National Weather Service Feb. 3.

The award was given "in grateful recognition of 50 years of Weather Observations in cooperation with the National Weather Service."

"We didn't even know it was coming," said Head Dam Operator Joe Chernesky, who accepted the award on behalf of the project.

Mitch Gilt, hydrometeorologist with NWS's Binghamton Office, presented the certificate to Joe on behalf of NWS.

Christopher Strager, Director of NWS's Eastern Region; and John Hayes, the National Oceanic and Atmospheric Administration Assistant Administrator for Weather Services and Director of NWS, signed the award certificate.

According to Chernesky, NWS uses monthly precipitation information the project provides to cali-



*Courtesy photo*

**Stillwater Head Dam Operator Joe Chernesky holds an Honored Institution Award for 50 years of weather observations. The award was recently given to the project by the National Weather Service. He is standing next to the project's rain gauge.**

brate rainfall for the northeast region of the country.

"It's just a routine part of our job," he said. "And it's mutually beneficial since flood control is our primary mission."

The certificate is now on the wall of the Stillwater Dam office.

"Fifty years is a long time," said Chernesky. "We look forward to another 50 years of mutual coop-

eration with NWS."

The Stillwater Lake project was authorized by the Flood Control Act of Aug. 18, 1941, as a modification of the southern New York and eastern Pennsylvania project authorized by the Flood Control Act approved June 22, 1936, and is described in House Document No. 702, 77th Congress, second session.

## Baltimore District deployments



Baltimore District has 33 people deployed in support of overseas operations. Shown are (left to right) Kevin Redd, CO; Shareema Houston, CO; and Timothy Alexander, EN.



# Recognize, manage stress to avoid injuries

By John Houvener  
Safety and Occupational Health Office

The first thing I talk about in every New Employee Orientation is stress. I point out that in the Baltimore District we sometimes work in very stressful environments and that we must all be conscious of our own stress level as well as the level of stress of those around us.

Recently released information from the National Safety Council found 41 percent of workers who responded to a survey on workplace stress reported experiencing stress “often” or “very often” on the job.

Although some stress on or off the job isn’t harmful, situations that cause very high or constant stress can become a serious problem including serious, chronic illnesses and to a lesser degree musculoskeletal disorders like back and shoulder pains. The Safety and Occupational Health Office’s concern is always that high levels of stress can increase on-the-job injuries because a person under a lot of stress isn’t always thinking about their own safety or the safety of others.

## Common workplace stressors

The National Institute of Occupational Safety and Health, or NIOSH, contend that working conditions play a primary role in causing job stress.

Assessments conducted by NIOSH point to the following as common causes of workplace stress:

- **Task design:** Heavy workload, long work hours, infrequent breaks, routine tasks and not enough time to complete a job.
- **Management style:** Employees have little participation in making decisions, poor communication and little recognition for good job performance.
- **Interpersonal relationships:** Poor social environment and lack of support from co-workers or supervisors; and prejudice or discrimination because of race, religion, gender or age.
- **Work roles:** Conflicting or uncertain job ex-

pectations, too much responsibility and too many “hats to wear.”

- **Career concerns:** Job insecurity and lack of opportunity for growth, advancement or promotion.
- **Environmental concerns:** Unpleasant or dangerous physical conditions such as physical hazards like noise and poor housekeeping, and ergonomic issues.

Many times, the issues of stress at work are really not just issues with work. Sometimes the stress at work may be compounded by issues in a worker’s personal life. By the time a person gets to work their level of stress is already up considerably so it just takes a few more things on the job to really trigger some unfortunate reactions.

## Warning signs of stress

The first warning signs of stress are primarily emotional, and anger is one of the first reactions. So when you find yourself feeling emotions like anger more quickly or more intensely than you normally would, it may be an indicator of high stress levels. Muscle pains and tension headaches are some early physical signs of stress. Additionally, according to the American Institute of Stress, workers suffering from stress may experience shortness of breath, changes in appetite and fatigue or panic attacks.

## The impact on safety

The link between stress and worker health is becoming stronger through a wide range of studies and, although the link between stress and worker safety is still being studied, the impact stress has on workers’ focus goes up when stress increases, which can certainly increase the likelihood of an incident and stressful working conditions are proven to be associated with increased absenteeism, tardiness, and intentions by workers to quit their jobs.

Managing your stress at work may not only be beneficial to you – it will also have a positive impact on the Baltimore District’s bottom line.

For more information about workplace stress go to <http://www.nsc.org/safetyhealth> or <http://www.cdc.gov/niosh/topics/stress>.

## Food drive underway

The District's Harvest for the Hungry food drive runs through March 31. Non-perishable items can be dropped off in collection boxes located in the City Crescent Building near the elevators on the 7th through 11th floors and a main collection point in the Resource Management Office 10410. The items most needed include peanut butter, pasta, canned fruit, canned vegetables, evaporated milk, powdered milk, infant formula, oatmeal, cereal, rice, nuts, canned or dried beans, pudding and custard; and canned meat such as tuna, ham and chicken.

## Small Business Contracting Outreach

The 2011 Small Business Contracting Outreach Forum, hosted by the Baltimore District with presentations from the Corps' North Atlantic Division, will be held in Baltimore March 20-22. This event provides business leaders an opportunity to identify key contracting partners, learn about upcoming projects and opportunities, and generate new business. Education sessions and panel discussions will address the ins-and-outs of business practices with the Corps and our customers, as well as how to navigate the maze of the federal contracting process. The event is open to the public, and Baltimore employees are encouraged to attend. Registration is now open. For more information or to register, visit <http://www.samebalt.org/SBC/index.htm>.

## Small Business training seminar

The Baltimore District, Office of Small Business, under guidance from Headquarters, U.S. Army Corps of Engineers, is launching a quarterly small business training seminar. The training will be on Mar. 29 and 31 from 9 to 11:30 a.m. in the City Crescent Building, room 4610. The District's deputy for small business, Tamika Gray, and representatives from the Maryland Small Business Administration will discuss topics geared toward project and program managers as well as contracting personnel. Subjects will include 8(a) offer letters (and other criteria in this program), how to correctly use the DD Form 2579 to support contract actions \$10,000 and up, a small business programs overview, and a discussion on the North American Industry Classification System, or NAICS, codes.

## Our Proud Past

*This series presents vignettes from Baltimore District's history, culled from The Mid-Atlantic Engineers: a History of the Baltimore District. We welcome contributions from long-time employees and retirees.*

After the Spanish-American War, just over a century ago, Baltimore's shores and harbors were fortified against invasion by sea. New batteries of gun emplacements were erected at about a half dozen forts.

Except at Fort Howard. The roof leaked. Condensation seeped through walls and ceilings, making the magazines useless.

The U.S. Army Corps of Engineers went through several plans and stages to fix the situation.

Blowers, electric heaters and various types of sealing and drainage materials and methods were tried, all to no avail. Finally the application of hot paraffin to the roof, side walls and floors solved the problem.

Fort Armistead faced a similar problem and they went through the same trial and error process until the installation of a galvanized sheet iron roof with gutters, hot asphalt and caulking of the walls stopped the moisture.

Sometimes it's not just "Let us try!" but "Try, try again."

From that time to this day, America has not been attacked by sea. Those defenses worked, and the forts that shielded North Point, Rock Point, Hawkins Point and the others are part of our Proud Past.

*Information provided by Steve Brooks, District Librarian. The library is located in the City Crescent Building, Room 9000-W and is open from 7 a.m. to 3 p.m. For more information, call (410) 962-3423.*



Photo by Fred Furney

## Baltimore District's "Check It" Program: *Emergency Management*

Heather Sachs, Deployable Tactical Operations System Mobile Command Vehicle 3 Team Leader, conducts the monthly communications check to assure that, when needed, the DTOS emergency operations vehicle is ready to provide vital connectivity during disaster events. The purpose of the Check It program is to remind employees of the importance of double-checking work for safety and accuracy.

## Baltimore District's "A Culture of Discipline"

### *Programs and Project Management Division*

Claire O'Neill is among six project managers working in the Civil Works Project Management Branch, Programs and Project Management Division. Having worked in the branch for more than 15 years, she is one of the most senior and experienced project managers in the District. Claire is a great asset, readily sharing her experience and wealth of knowledge to mentor other civil works project managers and project delivery team members. She does this not only within the District, but throughout the Corps as a PROSPECT course instructor for the past 10 years, teaching a one week "Project Management in USACE" course about four times per year. Claire epitomizes what working in a disciplined and learning organizational environment is all about — sustaining a culture of excellence.



Photo by Fred Furney

## Baltimore District Annual Awards Ceremony



April 13 at 10 a.m.  
Baltimore Convention Center  
One West Pratt Street, Baltimore



*All employees are encouraged to attend.*





Department of the Army  
U.S. Army Corps of Engineers  
Baltimore District  
P.O. Box 1715  
Baltimore, MD 21203-1715  
Official Business



Printed on recycled paper

Welcome to... **Melissa Elliott**, State College Field Office Regulatory Office; **Peter Swanson** and **Michael Allardyce**, RSFO; **Susan Atkinson**, EN; **Laura Shively**, **Jason Peters** and **Corey Griffing**, OP; and **Sean Walsh**, **Benjamin Strause**, **John Schwartz**, **VinCene McClain**, **Sarah Martin**, **Patrick Frias**, **Derrick Gambrah** and **Billy Green**, WA.

Welcome back to... **Chris Augsburger**, PAO.

Farewell to... **Claudia Wright**, WA.

Transfers... **Rodger Carroll** from DC-IPO to Fort Detrick IPO; **Diane Bell** from CO to Portland District CO; and **Ismael Valerio** from WA to Fort Belvoir.

Congratulations to... **Jason Hummel**, CO, on passing the PMP certification exam; **Clem Gaines**, PAO, on the birth of his granddaughter; **Carey Nagoda**, EN, on her marriage; **Michael Ogden** and **Joseph Benenati**, CO, on their retirements; **Craig Stelts**, RE, and **Tammy Stelts**, CO, on the birth of their granddaughter; **Baltimore District Public Affairs** and **ACE-IT** for winning first place for the website category of the 2010 Herbert A. Kassner Journalism Contest; **Ashley Williams**, PAO, for winning third place in the newswriting category of the contest; and **Katisha Draughn**, PAO, for winning third place in the features category of the contest; and **Cornelius Cheatham**, CO, on the birth of his daughter.



Photo by Michael Cleveland

**Washington Aqueduct employees Charles Williams (left) and Jim Pratt** were honored at their retirement ceremony March 2.

ter; **Racquel Comdeco**, WA, on the birth of his son; **Eric Lindheimer**, WA, on the birth of his son; and **Nakieta Mitchell**, WA; on the birth of his son.

Sympathy to... **Todd Bichsel**, APG-IPO, on the loss of his father; **Jimmy Patel**, RSFO, on the loss of his mother; **Rick Carter**, RSFO, on the loss of his wife; **Alvin Harris**, WA, on the loss of his mother; and **Eugene Cox**, WA, on the loss of his mother.

Thanks to ... **Baltimore District employees** from **Sue Lease**, CO, for the many expressions of sympathy in the passing of her father.